



Developing a Military Business Resource Group (BRG)



Military Friendly® INSIGHTS

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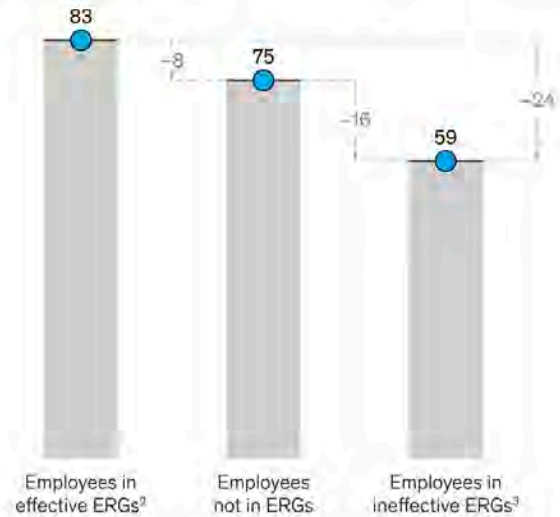
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Exhibit 2

Employees in effective employee resource groups report higher positive inclusion scores than employees in ineffective employee resource groups.

Average inclusion score by employee resource group (ERG) effectiveness,¹ 0–100 scale



¹Inclusion score based on the overall inclusion experience of an employee as measured by McKinsey's Inclusion Assessment.
²Defined as employees who rated their ERGs as "effective" or "very effective" in one or more of the following dimensions: external engagement, allyship, leadership connection, employee community building, career advancement.
³Defined as employees who rated their ERGs as "ineffective" or "very ineffective" in one or more of the following dimensions: external engagement, allyship, leadership connection, employee community building, career advancement.
 Source: McKinsey Race in the Workplace Survey 2021, Oct–Dec 2020 (n = 24,282)

McKinsey & Company

BUILDING A MILITARY BUSINESS RESOURCE GROUP (BRG)

Transitioning from military life to a corporate career can be tough, and that's where a Military Business Resource Group (BRG/ERG) can step in. For companies, setting up a BRG isn't just a nice thing to do—it's a smart business decision that benefits both the company and its employees. Think of it as a support group where veterans and military spouses can connect with others who have been through similar experiences.

A recent study by McKinsey & Company highlighted that companies with groups like BRGs experience higher inclusion scores, which can enhance employee engagement and reduce turnover. This shows that fostering a genuine sense of community not only lifts morale but also helps businesses cultivate inclusion among their employees. It's a win-win for everyone!

Empowering Veterans: The Key to Retention and Innovation Through BRGs

One of the key reasons for establishing a BRG is to support veteran employees and help them stay with the company longer. Many veterans face challenges when transitioning to civilian life and adapting to work environments that lack the structure they're accustomed to in the military. A BRG provides a supportive network through mentorship, networking, and career guidance. While adjusting to a new environment can be exciting, it can also present difficulties, especially when the culture feels vastly different. Veterans may sometimes feel like they don't quite fit in or may feel isolated due to their unique experiences. This support system fosters a sense of connection and engagement, ultimately leading to improved retention.

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Veterans bring valuable skills to the workplace—things like leadership, teamwork, and problem-solving under pressure. But sometimes hiring managers don't know how those skills apply in a corporate setting. A BRG can help bridge that gap by educating teams on how to make the most of veterans' experience. A Military BRG also encourages innovation. Veterans are trained to think quickly and solve complex problems, which can bring new ideas and fresh perspectives to a company. Forbes even reported that businesses led by veterans often perform better because of their unique approach to leadership and problem-solving.



A study from the RAND Corporation found that diverse teams, like those with veterans, tend to be more innovative and perform better overall.

Encouraging Innovation

By giving veterans a platform through a BRG, companies can make sure these valuable insights are being shared.



A BRG also supports Corporate Social Responsibility (CSR) and diversity efforts. By showing support for veterans and military spouses, companies demonstrate their commitment to the broader community. Plus, veterans come from diverse backgrounds, so including them helps companies meet their diversity and inclusion goals. According to the latest statistics from Korn Ferry, 80% of the World's Most Admired Companies purposely create inclusive and diverse teams to improve team performance and creativity.

Diverse-by-design teams make better decisions than homogenous ones 87% of the time, and are 70% more likely to capture new markets.

87%

Better Decisions

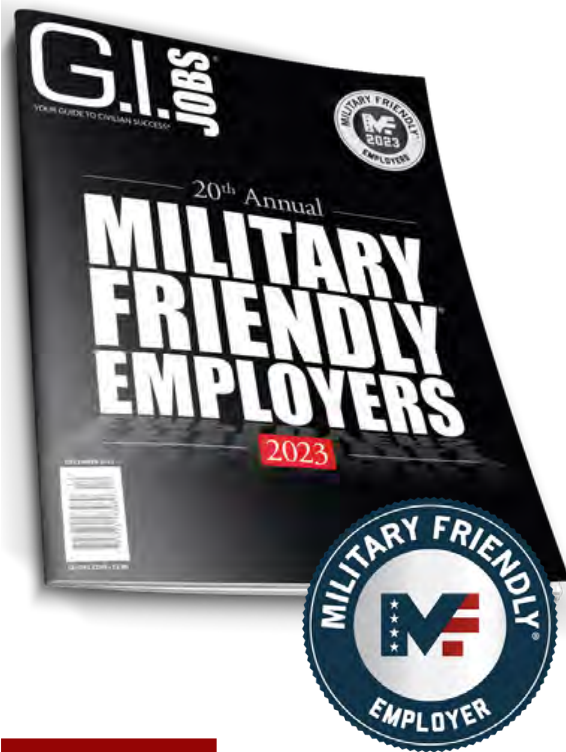
70%

New Markets

95%

of the TOP Military Friendly Employers leverage their ERG/BRG as a tool to identify veterans and military connected employees in their workforce.

The effectiveness of BRGs is evident in the statistics. Data from the Military Friendly® Employers Survey shows that companies with veteran or diversity-focused BRGs had higher rates of retaining military talent compared to those without business resource groups. This doesn't just keep employees around, it also cuts down on the cost of hiring and training new staff. In addition, companies with Military BRGs tend to get more veteran job applicants, through referral programs, group volunteering, and community engagement. Veterans are drawn to workplaces where they know they'll be supported, and a BRG helps send that message loud and clear.

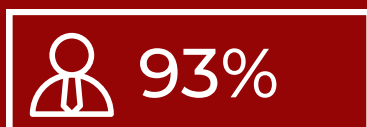


In summary, a BRG/ERG group provides vital support for veteran employees, helping them transition to civilian life and navigate the corporate environment. It offers mentorship, networking, and career guidance, ultimately leading to improved retention. Additionally, BRGs educate teams on how to leverage veterans' skills, encourage innovation, and support corporate social responsibility and diversity efforts. The statistics speak for themselves, with companies with veteran-focused BRGs experiencing higher rates of retaining military talent and attracting more veteran job applicants.

So how can you leverage Militaryfriendly.com to support your efforts in creating a Military Friendly® workplace? Military Friendly® offers a wealth of resources, including insights into best practices, access to data and benchmarks, and the ability to connect with other companies that are leading the way in supporting veterans. By utilizing these resources, you can gain valuable insights into how to improve your programs and initiatives, as well as access tools to measure your progress over time.

Now, let's dive into how to build a BRG/ERG group. Building a successful BRG/ERG starts with clear objectives and a dedicated team of passionate individuals who are committed to supporting and advocating for the group's focus. It's essential to establish a strong leadership team that can drive initiatives and create a welcoming environment for participants. Additionally, reaching out to veterans within the company and getting their input on the group's formation can be invaluable in ensuring that their needs and perspectives are accurately represented. By laying a solid foundation and garnering support from company leadership, a BRG/ERG can effectively serve as a valuable resource for veterans and contribute to a more inclusive and innovative workplace culture.

Of the Top Military Friendly Employers® with BRGS



Have a higher retention rate for veterans than non veterans.



Have onboarding programs for military new hires.



Leverage their ERG/BRG group as a recruiting tool.

BUILDING YOUR HOUSE

Starting a Military Business Resource Group can be an exciting journey filled with purpose and camaraderie. To help you navigate this process, there are four basic steps to follow. First, define a clear mission that resonates with your members, whether it's supporting veterans or advocating for hiring initiatives. Next, rally leadership support to showcase the value of your group. Then, seek out enthusiastic employees who will champion your cause and drive engagement. Finally, promote your mission in an inclusive and engaging way to ensure everyone—veterans, military spouses, and allies—feels welcome. With these steps, you're well on your way to creating a vibrant and impactful Military BRG!



STEP 1

ESTABLISH GOAL AND MISSION OF YOUR ERG/BRG

Remember to keep it simple. What's the mission and purpose of your BRG? Are you here to support veterans, help them climb the career ladder, or advocate for hiring more veterans? Whatever it is, keep it focused! Start small with one or two clear goals. Remember, Rome wasn't built in a day. The simpler your mission the easier it is to measure success.



STEP 2

LEADERSHIP BUY IN AND SUPPORT

Once you've got your mission nailed down, it's time to get the big bosses on board. Show them that your BRG isn't just a casual hangout—it's a solid investment with real benefits. You'll want an executive sponsor who can champion your cause and share the BRG's victories with other leaders. After all, who doesn't love a good success story?



STEP 3

FIND AND LEVERAGE YOUR INTERNAL NET PROMOTORS

Now, it's time to scout out your biggest supporters—those enthusiastic employees who are all about your vision. These are the folks who raise their hands to volunteer and rally others to join the cause. They'll be your secret weapon in spreading the word and growing your membership.

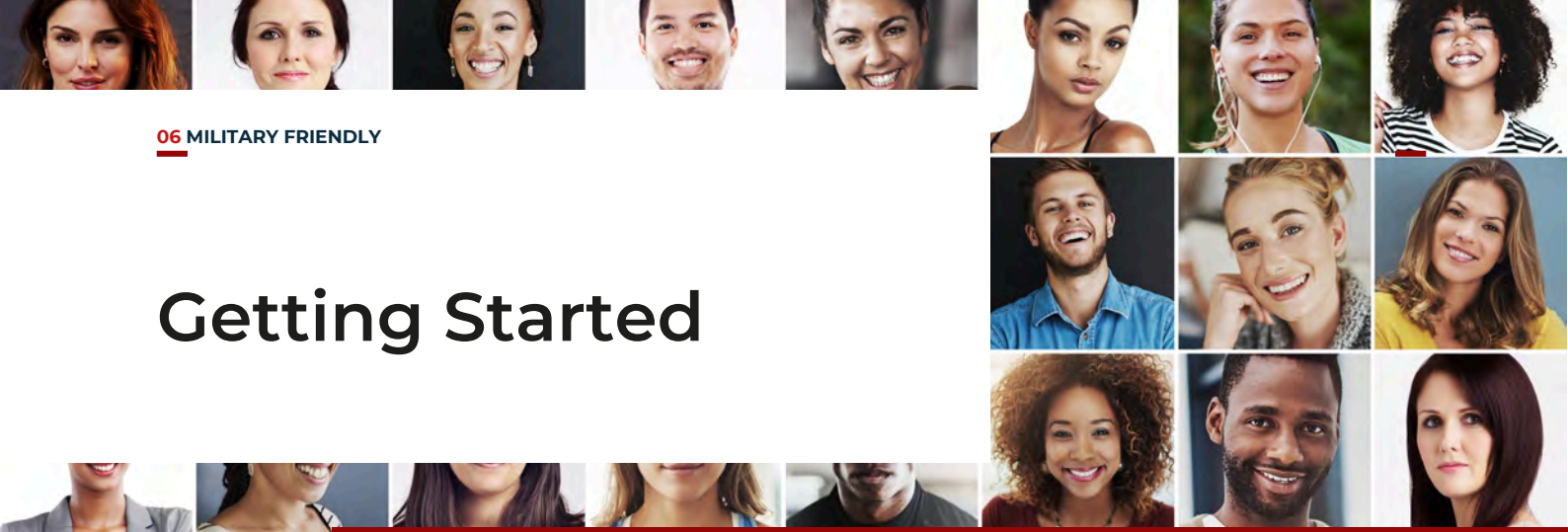


STEP 4

ESTABLISH MEMBERSHIP AND EMPLOYEE ENGAGEMENT

Make sure everyone knows what your BRG is all about! Use clear and fun messaging, and don't forget to create some cool swag—think badges for email signatures, stickers for hardhats. And remember, inclusivity is key! Invite veterans, military spouses, and allies to join the fun. Not everyone identifies as a veteran, so keep your group open to all military-connected individuals. Regular meetings, events, and mentorship programs will keep the energy high and the group thriving!

Getting Started



So how do you start a Military BRG? First, you need to have a general understanding of the mission and purpose of your BRG/ERG. It's important to define the BRG's mission—whether it's offering support, helping veterans grow in their careers, or advocating for veteran hiring.

It's ok to start small and focus on one or two goals so that your initiative does not become overwhelming. Once you have established the mission and purpose you can then ask for leadership support and buy-in. Company executives should see this as a worthwhile investment, not just a side project. Your BRG should be able to prove a positive return on your company's investment and have an executive sponsor to support continued resources and share BRG wins with other executives. Next, you want to find your employees who are net promoters of the Vision and mission of your ERG, these are likely going to be employees who actively raise their hand and volunteer their time in serving others. The last step in establishing your BRG will be highly dependent on your net promoters, as they typically will be the driving force behind encouraging others to join in membership of your ERG. Market and promote the mission in clear and simple terms to your employees, make sure that the purpose is clear and create some benefit to the employee. For example, you can use badges on email signatures to identify ERG/BRG members, unique swag like lapel pins, Stickers for hardhats, or unique markers on employee ID cards, lanyards, or uniforms.

Veterans, military spouses, and allies should all be involved in your efforts, sometimes using the term Veteran can have an exclusive impact. Not all individuals who served consider themselves veterans. In some cases, they may feel that if they did not serve in active combat they are not a veteran or if they are currently still in the guard or reserve they may not consider themselves a veteran. Keeping your Military Erg inclusive to all military-connected individuals or military supporters is critical in growing your membership. Regular meetings and events, along with mentorship programs, will keep the BRG active and valuable to its members.

Now you're ready to launch your Military BRG! Go forth and make a positive impact!



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